



CITY OF RENO

Strategic Plan

Fiscal Years 2013/2014 & 2014/2015



{INTRODUCTION}

The **Biggest Little City** – our tagline, our motto. We, as the City government, work hard to live by this simple, yet applicable nickname. We strive to deliver “big” services and value to our citizens while remaining “little” in government and fiscal policy. We work every day to exceed expectations in a big way. We want our citizens to continually experience overwhelmingly positive interactions with us.

In order to achieve our Big City dreams while maintaining our Little City feeling of community, we need to have planning efforts to ensure we are actively working to support these needs. On an annual basis, our City Council gathers for a strategic planning session offsite to evaluate and update our City’s priorities. These priorities may slightly change from year to year, but always aim to articulate the community’s needs from the City.

This year the Council established four key priorities for the City along with a vision statement. The priorities are meant to be the foundation for how we operate, while the vision states our focus. Our priorities and vision are:

Vision

The Biggest Little City in the World offers exceptional quality of life, culture, and a vibrant, diverse economy.

Priorities

- Provide Safe and Livable Neighborhoods
- Promote a Sustainable and Vibrant Economy
- Provide Efficient and Responsive City Services
- Enhance Communications and Community Engagement

The City of Reno Leadership Team has been working on an internal strategic planning document to help guide the direction of resources and efforts on behalf of the City. This strategic document is specifically based on the vision and four key priorities established by the City Council.

In addition, the Leadership Team has identified three guiding principles to be the basis for how the City interacts and executes on a daily basis, more specifically, how we as a City engage in all we do. These principles are the foundation for daily operation and execution and it is implied and expected that these principles are inherently a part of how we do business.



Guiding Principles for Engagement

- Innovative
- Effective
- Accountable

This strategic plan is meant to be a concise document that details goals and objectives that focus on the key priorities and establish mechanisms for supporting and developing the priorities as appropriate. As would be expected, as a component of this plan, each department will utilize operational plans that contain actions and tactics to support the goals and objectives. It is at this level of detail that true measurement of progress will be captured and evaluated.



{STRATEGIC PRIORITIES}



PROVIDE EFFICIENT & RESPONSIVE CITY SERVICES

As the City government, it is our responsibility to provide City Services to our citizens. We aim to provide these services at the highest level while maximizing use of valuable resources. Our citizens must confidently feel that issues are always handled promptly and that appropriate answers are provided.

GOALS

1. Develop and implement sustainable policies, procedures and practices to ensure current and future financial obligations are met and share/monitor those policies transparently.
2. Effectively deliver the City's core services that citizens need with the current resource allocations, or, the services they are willing to support with potential expanded financial commitments.
3. Foster an internal culture that promotes engagement, responsiveness and innovation, which will provide our City with exceptional service.

GOAL 1

Develop and implement sustainable policies, procedures and practices to ensure current and future financial obligations are met and share/monitor those policies transparently.

We will be fiscal stewards on behalf of the citizens to ensure future budgets are sustainable. We will make the necessary and hard decisions to best manage taxpayer monies.

Objective 1 – Create strong fiscal policies to meet current and future fiscal responsibilities. These policies will adequately allocate revenues to ensure long-term fiscal sustainability.



Objective 2 – Determine the best service model to deliver the City’s core services for operational efficiency. This will include a systems review that takes into consideration all resources involved in service delivery.

GOAL 2

Effectively deliver the City’s core services that citizens need with the current resource allocations, or, the services the citizens are willing to support with potential expanded financial commitments.

As a City government, we are tasked with carefully balancing the City service priorities for all citizens. We will accomplish this by not only listening and engaging with our citizens, but also through continual self-assessment to capitalize on our strengths and to improve based on new opportunities while remaining agile and able to adapt to change.

Objective 1 – Review current assets in order to determine the feasibility and financial stability of all assets. Non-critical or non-essential assets will be analyzed and appropriate recommendations will be made for action.

Objective 2 – Review internal processes for efficiency; identify duplication of efforts across departments and other entities; and implement measures to streamline processes.

Objective 3 – Foster data driven decision-making by providing City Council with cost based analysis to drive better-informed decisions at both the policy making and organizational levels.

Objective 4 – Seek opportunities to partner with or outsource services to other entities in order to provide greater focus and resources to the core City services.

GOAL 3

Foster an internal culture that promotes engagement, responsiveness and innovation, which will provide our organization with exceptional service delivery.

We will work to foster and reward creativity throughout the organization. We aim to have a culture where leadership and innovation are commonplace within all levels of the organization.

Objective 1 – Identify and implement opportunities to improve customer service throughout the organization, both internally and externally. We will do this through education, showcasing exemplary performance and encouraging accountability.



Objective 2 – Create a one-stop-shop as the most public facing point of customer service, which will focus on the business and development community.





PROMOTE A SUSTAINABLE & VIBRANT ECONOMY

As the City of Reno, we recognize that the economy of our city and region requires a new focus on a knowledge-based future. We can no longer sustain the health of our economy with a singular approach and must lead with the amazing character and innovation that lies within our precious resources.

GOALS

1. Make Reno a town with a culture that looks to entrepreneurship, knowledge and innovation as the basis for economic success.
2. Create a downtown that is a desirable place to live, work and play by embracing and promoting the urban character of Reno.
3. Be a catalyst and not a gatekeeper organization by focusing on supporting business growth and becoming a leading edge city.

GOAL 1

Make Reno a town with the culture that looks to entrepreneurship, knowledge and innovation as the basis for economic success.

We will work to be leaders across our region to foster education in partnership with higher education and the Washoe County School District, embrace innovation in conjunction with regional agencies and entrepreneurs, and drive decision-making in favor of economic success.

Objective 1 – Establish and maintain cross-agency planning at both staff and leadership levels to make Reno a university town.

Objective 2 – Promote a strong and diverse local economy that has an environment in which learning, the arts, culture and recreation all thrive together.



Objective 3 – Lead by example within the city government by leveraging technology, innovation and creativity to be a strong, effective organization.

Objective 4 – Market and position our region as a desirable area for entrepreneurship and livability through technology, partnerships and targeted communication channels.

GOAL 2

Create a downtown that is a desirable place to live, work and play by embracing and promoting the urban character of Reno.

We embrace the concept that “Every City has a Great Downtown” and understand the need to facilitate a healthy downtown in order to support a strong economy and social community. This means our downtown is safe, diverse, walkable and vibrant.

Objective 1 – Improve the appearance and vibrancy downtown.

Objective 2 – Identify and implement policy changes that recognize the needs of an urban downtown.

Objective 3 – Provide safe corridors for increased pedestrian/bicycle flow to/from the University and other neighborhoods.

GOAL 3

Be a catalyst and not a gatekeeper organization by focusing on supporting business growth and becoming a leading edge city.

We will work to identify what the City can do to support and foster economic growth through policy change, customer service and insightful planning. This will include working to provide services to make it easier for small businesses, new and old alike, to be successful in our city.

Objective 1 – Foster a fearless approach to new ideas and their implementation, building upon the knowledge and awareness of best practices and successful programs nationwide.

Objective 2 – Reduce barriers to development (time, cost, access) by reviewing planning, permitting and licensing processes and fees and making corresponding changes that promote new investment.

Objective 3 – Foster a proactive, rather than reactive, approach to governing.



Objective 4 – Engage in programs that support increased entrepreneurial activity in the community.





PROVIDE SAFE & LIVABLE NEIGHBORHOODS

As the governmental body of the City of Reno, it is our primary responsibility to provide safety to our citizens, which therefore creates a platform for livability in our neighborhoods. We also recognize that a city should be more than just safe, but also a place that promotes social interactions with our citizens and visitors that sustain a sense of community.

GOALS

1. Enhance networks that sustain community partnerships in order to achieve a greater level of collaboration and interaction with our citizens.
2. Provide quality public safety services that are professional and financially manageable.
3. Protect and invest in our parks, streets and community assets/infrastructure to provide our community with resources that are above and beyond safety.

GOAL 1

Enhance networks that sustain community partnerships in order to achieve a greater level of collaboration and interaction with our citizens.

We are committed to being engaged with our community and developing long lasting community relationships for proactive, two-way dialect and problem solving. These partnerships foster positive interactions and discussions that improve the quality of life in our community.

Objective 1 – Work together as a team of City employees, policy makers and citizens to ensure a connected and engaged community.

Objective 2 – Continue to participate/volunteer in the numerous organizations across our region to build strong networks.



GOAL 2

Provide quality public safety services that are professional and fiscally responsible.

In order to provide and sustain quality and progressive services to our community, we will strategically analyze those services to proactively improve all levels of service. The analysis will be performance and service driven that will directly support strategic decisions and our operational capacity.

Objective 1 – Proactively improve community safety by preventing incidents that typically lead to community safety problems.

Objective 2 – Improve our customer service and response times by self-assessments based on industry benchmarks.

Objective 3 – Support special events, community activities and the revitalization of our business districts.

GOAL 3

Protect and invest in our parks, streets and community assets and infrastructure to provide our community with resources that are above and beyond safety.

We believe that a strong city includes not only critical emergency services, but also public areas that foster a sense of community and being. These parks and community assets must be maintained and safe for the community we serve.

Objective 1 – Maintain the attraction and value of the City's assets through ongoing evaluation of the City's portfolio of assets and infrastructure.

Objective 2 – Prioritize public investment in maintaining neighborhoods and existing infrastructure and facilities.





ENHANCE COMMUNICATIONS & COMMUNITY ENGAGEMENT

It is our priority to inform and provide citizens opportunities to participate in decision making that affect our City. As a transparent government, we seek to provide information and avenues for participation in order to engage our citizenry and enhance the City's quality of life.

GOALS

1. Provide clear, accurate and timely information so citizens are informed, safe, and aware of situations that warrant action.
2. Develop meaningful and accessible opportunities for citizen engagement in order to ensure the needs and perspectives of the community are taken into consideration in the decision making process.
3. Impart employees with the information they need to feel valued and so they understand their purpose in providing innovative and effective service to our community.

GOAL 1

Provide clear, accurate and timely information so citizens are informed, safe, and aware of situations that warrant action.

We believe our community relies on the City to provide information so that citizens are aware of policies, events and activities that affect their daily lives and ultimately their wellbeing. The information needs to be concise, relevant and action-oriented when applicable.

Objective 1 – Leverage existing and develop new channels with partners to share our information and reach a greater audience within the community.



Objective 2 – Identify our target audiences and understand the most effective ways to communicate with them.

Objective 3 – Develop an ongoing execution strategy (a process framework) based on the nature and medium of communication and subject matter.

GOAL 2

Develop meaningful and accessible opportunities for citizen engagement in order to ensure the needs and perspectives of the community are taken into consideration in the decision making process.

We seek to create an environment that supports early engagement of the community in which input is heard and considered during decision-making. This requires an informed community who want to be educated on City affairs and involved in problem solving.

Objective 1 – Develop and implement ways for citizens who are unable to attend public meetings to participate by utilizing technology to create opportunities to communicate and interact.

Objective 2 – Demonstrate that participation and input are being reviewed and considered during the decision making process.

Objective 3 – Disseminate and infuse citizen engagement data from all relevant sources into the decision making process.

GOAL 3

Impart employees with the information they need to feel valued and so they understand their purpose in providing innovative and effective service to our community.

We aim to provide our City employees with the timely information they need to do their jobs and to feel they are part of the team. This means, when possible, information will be provided internally before it is released externally.

Objective 1 – Identify methods for effectively disseminating information internally.

Objective 2 – Develop an ongoing execution strategy (process framework) based on the type of communication/subject matter.

Objective 3 – Create additional avenues for internal feedback and participation to foster employee engagement.







{THE NEXT BIG IDEA}

We recognize that building an internal plan to execute against is the right thing to do in order to accomplish great things and measure that success. However, as it stands, this plan is short-term in nature and very tactically oriented for the internal City government.

We believe there is an opportunity to think beyond what we are doing today and create a vision. A vision of where we as a city, as a community, as the place we all call home, want to evolve to over time? Why is this important? Why do we need to be thoughtful of this instead of continuing to manage on a yearly basis?

There is no doubt that as an organization, we can continue to work on improving our service to the community, to continue to be better at what we do on a daily basis. There is always an opportunity for this continual improvement and self-assessment. But, as we continue to do this, we believe it can be better if we were also working towards a future state. A future state that all citizens, employees, Council Members, businesses, etc. felt was exciting? Visionary? Even Aspirational?

We have this opportunity today. To work as a community together to establish priorities and direction, to leverage our strengths and redirect our weaknesses. The timing is perfect for being thoughtful and determining our strategy for the future. And in doing so, we will be building a platform to create a plan that looks at a vision, a statement of why we (or anyone else) should care about Reno. We need a visioning initiative to align all of the great efforts within our city. We need to create a roadmap that guides us to build a better future for our community.

A visioning initiative begins with community forums and exercises to guide a process to determine what is important and what isn't important for our citizens. It digs deeply into issues such as land use, transportation, economic development, social needs, neighborhood housing plans, recreation needs, etc. It helps us to identify and exemplify our strengths while building on opportunities. It highlights our weaknesses allowing us to address and remedy issues in a planned format.

Most importantly, a visioning initiative will also allow us to define a vision. To create a common platform that we can all not only support, but also believe in. It will be a statement that is aspirational and will eloquently articulate who and what our city wants to be in the future and why we want to change. It will help to define our path forward and keep us focused, together.

This project to develop a visioning initiative will be a great undertaking, not just for the City government, but for our entire community. It will be a lengthy



process, between eighteen and twenty-four months. It will require engagement from the community as a whole to ensure we are building a plan that is inclusive and representative of the entire community. But the output will be something that is incredibly meaningful. We will have a vision that our community will be proud to support and excited to execute.

Because this initiative is such a great undertaking, it will need careful planning and intense preparation. It is anticipated that there will be four key phases, with the execution being the bulk of the public engagement.

High-Level Project Phases:

1. Seeding – education, partnering, engagement
2. Planning – scope, budget, advisory board, best practices/benchmarks, detailed project plan
3. Execution – community input (organized forums based on plan needs), analysis, data gathering, workshops
4. Completion – written plan, communication, metrics

If we are to move forward to build a visioning initiative, we must immediately begin discussing potential planning and additional collaboration with UNR and the IBM Smarter Region team. We do not want to duplicate efforts and go to the public too many times asking the same or similar questions.

This effort must cross over the current silos within our community. There is a lot of great work that is being done, however there is not real collaboration occurring to ensure we are creating the Best Reno together. Currently, there is too much a risk that critical matters may fall through the cracks if it they don't already perfectly fit into one of the established silos.

We will work immediately to begin putting together our project scope and plan. In parallel, we need to collaborate with many entities to gain support and more importantly make sure duplicative efforts are eliminated.

We will begin our planning for the visioning initiative in January 2014. Based on this timing, a completed visioning initiative should be accomplished in December of 2015, and be ready to execute for the start of the calendar year 2016, or the fiscal year 2016/2017.

This is an exciting time with substantial opportunity. We, as the City of Reno, are honored to lead this community through a visioning initiative to build the steps to make Reno an even greater “Biggest Little City”.

